

STRATEGIC PLAN

FOR THE

UNITED STATES  
BANKRUPTCY COURT

FOR THE

DISTRICT OF MARYLAND



July 1, 1999

UNITED STATES BANKRUPTCY COURT FOR THE  
DISTRICT OF MARYLAND  
VISION AND MISSION STATEMENT

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**The primary reason our United States Bankruptcy Court exists is to:**

“Promote social and economic order by reconciling the opportunity of debtors to a fresh start with the right of creditors to be paid.”

**To achieve this fundamental purpose, this court performs the following critical functions:**

Case Management  
Records Management  
Adjudication/Dispute Resolution  
Staff Development

**The core values and principles which guide this court in achieving its purpose and performing its functions are:**

*Providing* service to the public in a manner that demonstrates issues have been resolved fairly  
*Promotion* of teamwork and *appreciation* for diversity  
*Focus* on productivity and quality  
*Passion* for innovation and learning  
*Commitment* to honesty, fairness, trust and respect  
*Building* and *improving* partnerships  
*Growing* employee capabilities

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**Critical Function:** Case Management

- Key Results Areas:**
1. Improved decision-making in case processing
  2. Auditing cases for status and closing
  3. Quality control
  4. Improved coordination between Clerk's Office, the BBA, U. S. Trustee, and trustees

**Critical Function:** Records Management

- Key Results Areas:**
1. Improved access to public records
  2. Maintain complete and accurate files
  3. Insure availability of files
  4. Improve records tracking system
  5. Ability to retrieve & present information in usable format

**Critical Function:** Adjudication/Dispute Resolution

- Key Results Areas:**
1. Make process more accessible to litigants
  2. Alternative Dispute Resolution (ADR) plan
  3. Procedural consistency

**Critical Function:** Staff Development

- Key Results Areas:**
1. Case Administration Training
  2. Technology Training
  3. Team Based Culture
  4. Leadership Development

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**Critical Function:** Case Management

**Key Results Area:** Quality Control

**Priority goal:** To achieve a minimum 10% quality improvement each year in BANCAP, Noticing, Follow-through, Case Opening, and Orders, to reach an ultimate 99% level of accuracy.

**1. Basic Strategy for achieving this goal:**

Develop an internal, formal Quality Control program to address key elements of the priority goal.

**2. Initial Action steps which need to be taken to initiate the implementation of the above strategy are:**

- ! Establish roles & responsibilities of Quality Control Group
- ! Develop measurement tools (i.e., internal audit program)
- ! Establish baseline data for 5 categories
- ! Assess causes of gap and prioritize interventions
- ! Implement, evaluate and monitor

**3. Target date:**

Start process November 1999; start measuring 1/00; 10% quality improvement by 12/00.

**4. Person or group who will be responsible for managing the implementation process:**

Chief Deputy Clerk

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**Critical Function:** Records Management

**Key Results Area:** Complete and Accurate files

**Priority goal:** All pending files will be complete, accurate and in proper order.

**1. Basic Strategy for achieving this goal:**

To develop an awareness and accountability of the importance of complete and accurate files.

**2. Initial Action steps which need to be taken to initiate the implementation of the above strategy are:**

! Develop standards for filing process

! Train staff on standards, emphasizing the significance and impact of their actions

! Tie into performance management program

**3. Target date:**

September 1, 1999

**4. Person or group who will be responsible for managing the implementation process:**

Division Manager

Operations Manager

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**Critical Function:** Adjudication/Dispute Resolution

**Key Results Area:** Procedural Consistency

**Priority goal:** All case processing procedures will be consistent throughout the district.

**1. Basic Strategy for achieving this goal:**

To develop a plan to achieve consensus on case flow management

**2. Initial Action steps which need to be taken to initiate the implementation of the above strategy are:**

- ! Identify variances and options for processes
- ! Identify best practices
- ! Prioritize, plan and communicate
- ! Implement, evaluate and monitor

**3. Target date:**

Start process by July 1999. Implement priority procedures by January 2000.

**4. Person or group who will be responsible for managing the implementation process:**

Chief Deputy Clerk  
Division Manager  
Operations Manager

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**Critical Function:** Staff Development

**Key Results Area:** Technology Training

**Priority goal:** To prepare each person to use technology to best meet the requirements of their work.

**1. Basic Strategy for achieving this goal:**

To design, develop and implement a certificate of competency in technology

**2. Initial Action steps which need to be taken to initiate the implementation of the above strategy are:**

- ! Establish minimum levels of competency for all applications related to the job
- ! Develop training and assessment program for applications
- ! Establish the training schedule
- ! Investigate alternative resources and methodologies of providing training

**3. Target date:**

Initiate program by August 1, 1999 starting with e-mail

**4. Person or group who will be responsible for managing the implementation process:**

Manager, Automation & Technology

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**Critical Function:** Staff Development

**Key Results Area:** Team based culture

**Priority goal:** Begin to function as self directed teams by March 2000

**1. Basic Strategy for achieving this goal:**

Develop project management plan that addresses the elements of a team based organization.

**2. Initial Action steps which need to be taken to initiate the implementation of the above strategy are:**

- ! Establish training plan to address soft skills needs including new roles
- ! Redefine roles and responsibilities of supervisors
- ! Design and renovate staff work area in Greenbelt
- ! Assign Staff to Teams
- ! Educate stakeholders on benefits and impact

**3. Target date:**

March 2000

**4. Person or group who will be responsible for managing the implementation process:**

Chief Deputy Clerk  
Division Manager  
Operations Manager